DIGITALK

World's Biggest Computer Show Comes to Canberra

DECWORLD'90!

The DECWORLD tradition of record-breaking exhibitions continues next month with not one but FOUR huge events that will take Digital's messages to the world's masses.

From ➊ Canberra's National Convention Centre to ➋ Boston's World Trade Center, ➌ Cannes' Palais des Festivals and ➍ the Tokyo Bay Hilton International, tens of thousands of people will witness the most ambitious demonstration of computing capabilities and industry solutions ever mounted by one computer company.

The Canberra spectacle — the biggest show ever staged in the Southern Hemisphere — begins on August 15, and the story starts on page 8.

Blueprint for the Future

The future of SPR was the subject of intense discussion by SPR's Executive Committee in a series of meetings to determine our priorities for FY91 and beyond. Our "must-read" report is on page 12.

Overview: Tony Baynes

" The time is rapidly approaching when computer systems as we know them today will become commodity items. The time is close, very close, when a buyer will graze the supermarket shelves, select a powerful CPU (100 MIPS+) and place it in their trolley. From another shelf he will select a disk subsystem (20Gbytes) before moving on to the 'shrink-wrap' shelves to select an operating system and, probably whilst queuing at the check-out, some application software packages from the 'specials' shelves.

That's not science fiction. It may be five million dollars' worth of hardware today, but tomorrow it's five *hundred* dollars' worth.

How can a great organisation like Digital continue to be successful in a low mark-up commodity area?

Answer: by being smarter than the rest, the preferred supplier, and seen as a responsive consultant or partner to large organisations.

I believe that as we progress through the 90s we will see a major shake-up in our industry with only three major organisations emerging as viable strategic information technology suppliers to big organisations and institutions. They will be IBM, Japan Inc, and probably one other.

At the moment that looks like Digital, a distinction however that will not be automatically bestowed upon us. We have to earn it. We have to grow faster than the market to ensure we are the third option in five years' time, rather than one of the many second-tier commodity suppliers.

◼ Survival of the Strongest

Today, a lot of suppliers are suffering because of the current economical situation and the state of the industry in general. I see that as an opportunity for us. If our competitors are suffering, we should act quickly to take advantage of their weakness and thus take market share — survival of the strongest. Nevertheless, to succeed in the industry in the current environment, 'business *as usual'* will not do it for us.

Experts say that in FY91 the market will grow at about 9%, and we will need to be smart and agile just to ensure that we get our share of that market growth. At a time like this it's very hard to say that we'll grow at, say, twice the market growth, because there is nothing to show our shareholders that we can do it. We may have the best products and so

Tony Baynes, Australian Sales Manager, says the computer market — always tough — will be tougher in the 90s. Opportunities, on the other hand, will also be greater.

on, but having the best products is no longer enough. We've got to fight for our share, and fight even harder for part of somebody else's share.

So, we're not doing the 'same thing' next year. Firstly, we are implementing our DNA (Digital Named Account) strategy. It's the old 80/20 rule again: we get 80% of our revenue from 20% of our accounts but we have not, traditionally, fielded 80% of our resources to support those accounts. That is change number one for FY91. From July 1st, Sales and Support teams have been dedicated to DNA accounts each having, in most cases, only one or two accounts to work on.

This will not only have the effect of improving customer satisfaction — a key goal if we are to achieve our ultimate goal mentioned earlier — it will also have the effect of increasing our share of that accounts total Information Technology spend both now and, being a partner or consultant to them, in future years.

> The final link in the chain is responsiveness. Every Digital employee owns this one.

In addition, we will field the balance of our Sales and Support force into the new business arena. In close co-operation with our Channels team, they will support the balance of our accounts with the added power of sales and support resources from our third-party partners.

We will also improve our support to the non-DNA Digital users. Again utilising the massive extra resources available from our third parties, the non-DNA Sales and Support team will break new ground selling to new prospects with the wealth of solutions available from our third-party partners, thus gaining market share from some of our weaker competition.

These strategies offer Digital, and more importantly our customers and prospects, the best of both worlds. It gives the best possible level of service to all our accounts, effectively expands our sales and support resources, and frees up some of our resources for new-business opportunities and market share.

◼ Digital's Solution

Back to the future. Our happy buyer has now wheeled their trolley to the carpark and driven their computer system back to their office. This is where their problems begin — such as, understanding the total needs of the enterprise and their solutions; and to implement them, they will need an army of analysts and systems engineers to tailor and implement the solution.

We want the alternative to this approach to be Digital's solution based on NAS, our Network Application Support architecture. With the strategies outlined earlier, we will be in a position to know, because we were involved with the planning cycle, what the customer wants, and needs, in order to integrate their entire enterprise.

The key to this is our Enterprise Integration Services (EIS), who will become if you will, the Systems Integrators for the entire enterprise under the NAS umbrella, irrespective of disparate hardware and/or operating systems within the network. True open systems computing.

So there you have the main strategies for our Sales and Support force for the 90s.

You'll shortly be hearing about the new State structure currently being finalised by the Executive Committee. "

An Interview with
Frank Wroe

Subsidiary Manager Frank Wroe shares his views about SPR's employee involvement program and its success so far.

Digitalk: When the Executive Committee introduced the 'I Want to Contribute' program, what did they have in mind in terms of the ideas that might be generated?

Frank: Digital's employees are the kind of people who are brimming over with ideas about how we might change our ways, and most ideas can be carried out within the local group.

Greater impact, though, can sometimes come only with the strong support of higher levels of management, particularly where cross-functional issues are involved. I think we were hoping to bring some focus on the more difficult ideas, ones where the return would be significant.

Digitalk: How about the number of submissions coming to you?

Frank: We've now had about 120 separate ideas, not counting duplicates. It's been fascinating how several people have independently come up with the same idea. There's nothing wrong with that — rather, it indicates an area of serious concern, a point where implementation is urgently needed.

In the first couple of months I was surprised by the large number of contributions, and I needed to call in some help with sorting them out. Right now, though, we've settled down to a steady stream of ideas of excellent quality.

Digitalk: Quality, I suppose, is an important consideration for you. Are you worried by receiving trivial suggestions?

Frank: There were one or two people who wanted to get something off their chest, in the beginning, but at this point most contributors are taking the program very seriously indeed.

Suggestions about trivial changes are usually worth following up because the return we get from the investment of my time and the time of the Executive Committee can pay off so handsomely. Many of the ideas coming from our logistics people, for example, dealt with little issues they came up with day by day. But on the larger scale, taking the Region as a whole, each of these issues added up to a large problem which we could solve at a higher level.

As long as the person putting forward the idea takes the trouble to think it through to the best of their ability, I can't ask any more than that.

Digitalk: What credibility does the program have amongst District Managers and Unit Managers?

Frank: There are some people who've been around a long time. 'Seen it all before,' they might say. But to them I can only point out that we're in this for the long haul. Proof will only come when we can show results, and results, small at first and then with greater significance, will come.

I'm certainly very serious about this program. We need to get to the point where each and every individual in this Company feels they are taken seriously and that their contributions count.

As we develop together, I want us to reach the stage where we are all in control of our own destiny, pulling together as a highly professional team, not asking 'What does the policy book say?', but asking 'How can I do my job better?' We still need the policy book, but we must view the policies with maturity and understanding, and as a tool to do our job better.

> The 'I Want to Contribute' program can and should be used to question every aspect not only of our products and services, but also the way we interact with our customers. Customers are the reason we are in business.

Digitalk: Could this program change the quality of our products?

Frank: The 'I Want to Contribute' program can and should be used to question every aspect not only of our products and services, but also of the way we interact with our customers. Customers are the reason we are in business and we want our customers to view us as a quality organisation.

In the beginning, say for the next twelve months, the majority of changes stemming from this program will have most impact on our local procedures. Over the longer term, we will see product changes resulting from ideas generated in the South Pacific Region. However, service products over which we have the most control we can improve directly with the help of ideas from the people who sell and deliver them. ∎

CONTRIBUTE YOUR IDEA!
Send it to COSTSAVERS on ALL-IN-1 today

Stamp Out Junk Mail

How many times have you received internal mail for someone who left Digital SPR years ago?

Via COSTSAVERS, several people have raised this issue, suggesting there could be considerable cost savings if automatic distribution lists were validated.

Well, Regional Facilities tell us they're dealing directly with US-based Corporate Mail Systems people in an effort to put a stop to the proliferation of unloved mail.

If you're receiving junk mail because of some out-dated distribution list, let Facilities at SNO know by sending them the culpable item (with its return address) so they can communicate it to Corporate. ∎

Employee Involvement in Europe

Last year, Frank Wroe's counterpart in Europe, Pier-Carlo Falotti, was serious when he started Europe's employee involvement program, also called "I Want to Contribute." He told people it was safe to say if they felt underutilised, and then look for a more productive job.

Pier-Carlo's 1989 initiative regarding productivity issues evolved, yet today the goal is the same: to change employees' mind-set about how to behave when spending company money, resulting in the proposal of cost-saving ideas.

The program also seeks to handle those ideas in a simple, friendly, low-cost manner, and then extend their use throughout Digital.

Of 17 countries in Digital's European organisation, 13 already have implemented something equivalent to the European Headquarters' (EHQ) "Contribute" program.

■ Moving Responsibility Down the Hierarchy

EHQ considers "I Want to Contribute" as an ongoing way to let Digital take a serious look at competitiveness. As in SPR, employees in Europe are encouraged to treat their work responsibilities as if they were running their own small businesses.

European Digits have already produced more than 1400 ideas. Early measures included ideas to cut the number of times phone directories are issued, printing fewer copies of *Sales Update*, reducing individual media subscriptions at Country Head Offices, and so on. All these add up to some 350,000 Swiss Francs (at current exchange rates, approximately $A323,000) per year. There's more: buying a colour copier to make perfect reproductions on paper or transparencies (instead of outside vendors) saves more money. Changing couriers is saving still another 200,000 Swiss Francs.

A regular charter eight-passenger jet service between Geneva and Valbonne has recently begun, to serve frequent Digital travellers, and air fare and hotel savings could amount to another SF 350,000.

A hotel telecard idea is now being piloted to allow Europeans on trips to the US to make long distance calls on an "800" number, thereby saving hotel surcharges.

Another example is "Skill Market", a showcase for employees who feel underutilised, which checks to see if those skills are in demand in another part of Digital. The program differs from job postings by being skill-based. ■

POLITICAL DIVISIONS

Scale 1: 41 000 000

OOPS IN ALL-IN-1

Gremlins got to last month's column, changing our { } or "curly" brackets into ( )s — parentheses or "round" brackets to some. Trouble is, parentheses don't work. So whether you're creating a bookmark from last issue or using this month's UDP tip, use curly brackets — { } — where nominated and you won't be disappointed with the results! ■

Making the Most of ALL-IN-1

Q. ■ With V2.2 of ALL-IN-1, I used to be able to press the Down Arrow key to move through a distribution list. With the new version, V2.3, this doesn't work. What can I do?

A. ■ Press Gold Down Arrow instead.

Q. ■ If I'm using an ALL-IN-1 index and I select several messages or documents so that they have an 'X' next to them, can I de-select just some of them if I realise I've chosen the wrong ones?

A. ■ Yes. Move the cursor so that you are on the line of the document you want to de-select and then press Gold and the Select keys.

Q. ■ Is there a quick way to read all my new mail without having to press various function keys over and over again to perform this task?

A. ■ Yes. You can create a user defined process, or UDP, a short cut that lets you store a set of frequently used keystrokes inside a single function key and then invoke it to perform various tasks.

- Under the Word and Document Processing menu, select the option UD (User Defined Processing).
- Type C for create. When ALL-IN-1 prompts for a name, type in a function key such as F17 (you can use from F17 to F20 — these are located on the top row of the keyboard). You are then placed within the editor. Type this line as follows: EM { CR } II { CR } ALL { CR } XR { CR }
- File out of the document using Gold F or by pressing the Exit key.
- To invoke this UDP from any ALL-IN-1 menu, press the function key which you placed it under, ie F17. ALL-IN-1 will now automatically go to the Electronic Messaging menu, select all your unread mail and place the first unread mail message on the screen. All you have to do is ready the contents! ■

> Last April, Digital started manufacturing the first Australian hardware product made for world-wide export. Today, we're exporting six products.

FLEXIBLE MANUFACTURING methods such as the pinwheel (centre) allow quick response to market demands. From left to right: Rachel Matthews, Tania Langi Langi and Teresa Higgins.

Aussie Manufacturing Gathers Speed

SPR's proximity to the emerging markets of Asia make the establishment of a manufacturing operation in SPR a viable global exercise for Digital.

And the exercise is paying off very well indeed. Through SPR Manufacturing and the involvement of local companies, Digital will increase Australian hardware exports by 100% per year over five years to over $A50 million by 1992. These exports are Networks and Communications (NaC) hardware products manufactured at the Australian Technology Centre at Lane Cove (SNA), where more than 70 Digits are now employed.

JOHN MONTREUIL, Materials Manager (left) at SNA, with Manufacturing Manager Bob McCathie.

Digital's current world-wide business plans call for the manufacture of 11 NaC hardware products in Australia — eight for export to the Pacific Rim and three that will be designed and manufactured in Australia for world-wide export.

■ Manufacturing to World Standards

Materials Manager John Montreuil says, "We've made a significant investment in Australia and over the coming years expect to see a return on that investment in the form of exports of locally manufactured hardware and software products."

To achieve this goal, Digital is working with a number of Australian companies, transferring technology and certifying them to world-class quality standards.

Manufacturing Manager Bob McCathie explains further: "We've been working very closely with local electronic companies such as General Power Controls, which provides electronic modules using advanced surface-mount technology. We're seeing the benefits of our investment, as General Power Controls is achieving 100% delivery and quality performance, using world-class measures."

At the Lane Cove facility, world-class manufacturing methods have been implemented from the start to make SPR manufacturing globally competitive. These include Material Requirements Planning, Just in Time, Total Quality Control, Total Quality Management and Flexible Manufacturing.

■ Sights Set on Class A Certification

By July of this year Digital will have implemented the MAXCIM Manufacturing Resource Planning (MRP II) software system, and by the end of 1991 expects to be certified to world-wide standards as a Class A MRP II site.

"We emphasise quality in our manufacturing activities," Bob declares. "This means 100% quality and 100% delivery, on time, every time. Through the controls we've put in place, we're achieving these standards." ■

The MIPS are Getting Bigger

In June, Hitachi introduced a line of mainframe computers capable of up to 150 MIPS. The first of the new generation of IBM-compatible machines easily out-distance those on the market from IBM, Fujitsu and Amdahl (which is 46% owned by Fujitsu and sells machines that Fujitsu designs).

Consultants said that the Hitachi machines with three central processors can operate at 124 MIPS, and that the four-processor machine runs at 150 MIPS. By contrast, IBM's most powerful machine runs at 112 MIPS, and the fastest Fujitsu/Amdahl mainframe runs at 108 MIPS.

■ ...And Making More of Memory Chips

Meanwhile, NEC has developed a new silicon-wafer etching technology, taking a crucial step toward mass production of 64-megabit

DRAMs, which are used in products ranging from computers to compact disc players. The latest semiconductors to be mass-produced are 4-megabit chips, while 16-megabit chips are still in the experimental stage.

An NEC spokesman said the new technology, called Super-ECR Plasma Etching, makes it possible to quickly etch the tightly packed, complicated structures necessary for the next-generation chip. The spokesman said the new technology will be first applied to the production of 16-megabit chips.

Not to be outdone, Hitachi struck back, announcing its production of the first prototype of 64-megabit memory chip which can hold about 64 million binary units of information, enough to hold the equivalent of 512 newspaper pages or one hour of music recorded on compact discs. Hitachi expects to begin marketing the chip in 1995. ■

Committed to Quality
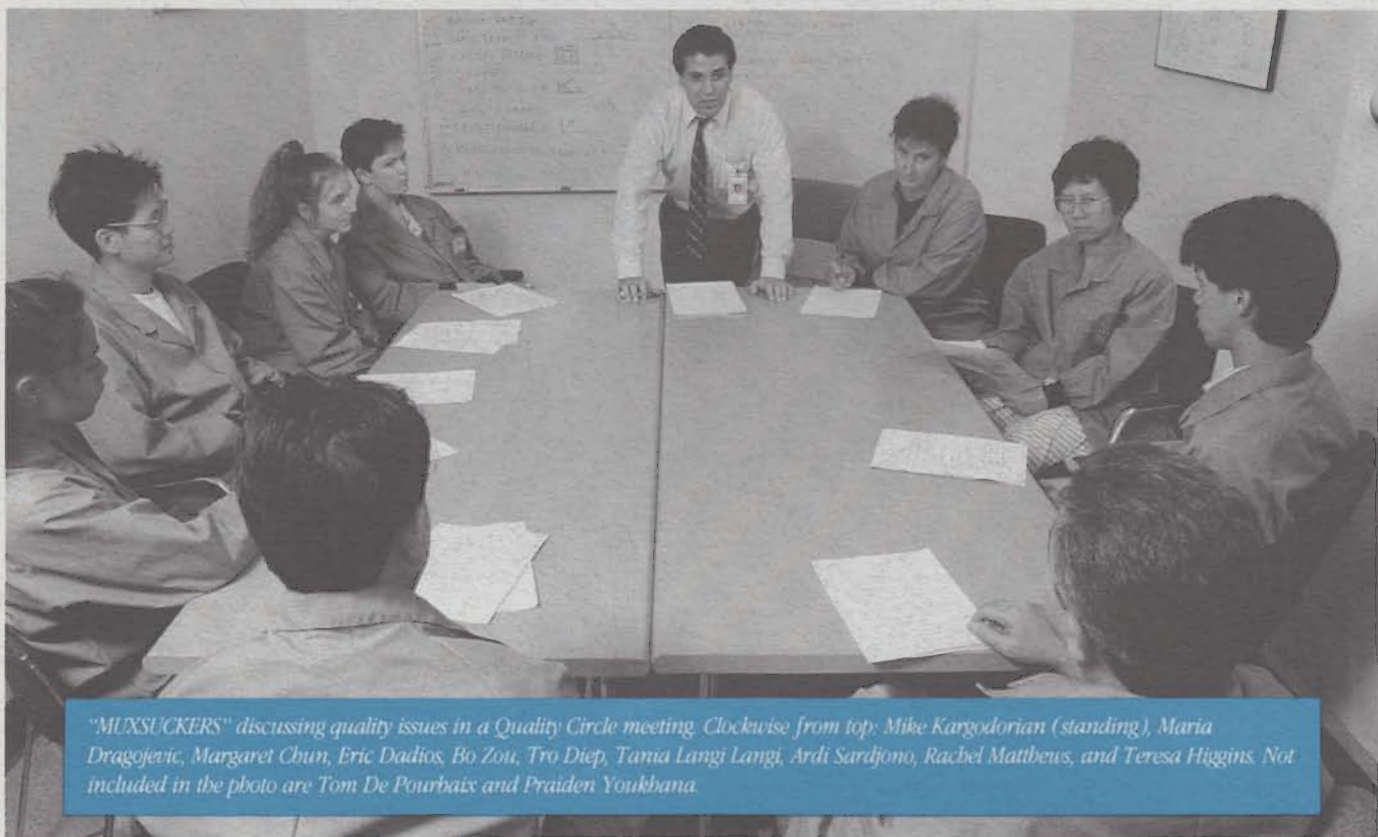
"MUXSUCKERS" discussing quality issues in a Quality Circle meeting. Clockwise from top: Mike Kargodorian (standing), Maria Dragojevic, Margaret Chun, Eric Dadios, Bo Zou, Tro Diep, Tania Langi Langi, Ardi Sardjono, Rachel Matthews, and Teresa Higgins. Not included in the photo are Tom De Pourbaix and Praiden Youkhana.

Japan, which has among the highest quality and cost-competitiveness requirements in the world, is one market that Digital's Australian-made products will be exported to. To succeed, SPR Digits have introduced a number of innovative quality procedures.

To begin with, quality standards extend beyond products to quality management techniques and individual performance on the production floor. That's why a group of SNA volunteers have formed the MUXsuckers Quality Circle group. (The name "MUXsuckers" is a play on the product name "MUXserver", one of the main products currently in production.)

The MUXsuckers are the first Quality Circle formed in SPR Manufacturing as part of the introduction of Total Quality Control, or TQC. Led by Manufacturing Production Manager Mike Kargodorian, the group has set out to identify and solve their own work-related problems. Team members are fully trained on problem solving techniques, such as Cause and Effect diagrams, Pareto diagrams, and control charts.

■ Individual Quality Assurance

"Quality is stressed on the production floor," Mike says. "Each worker is responsible for her or his own quality. Final acceptance is done *during* the assembly process, which improves efficiency as well as giving Digits a greater sense of pride and responsibility in their jobs."

While Mike is initially leading the weekly

> "Staff are realising that they're in a more responsible position than production workers in most other companies."
> *Mike Kargodorian*

meetings, the aim is for group members to run the sessions themselves, promoting improved communication about quality issues.

"These systems put more power on the

production floor. Digital's production staff are realising that they're in a more responsible position than production workers in most other companies," Mike explains.

"People on the floor have the power to stop production when there is a problem — and fix it then and there," he adds. "They can build the quality into the products on the floor and in the Quality Circle meetings."

The philosophy that quality procedures such as Quality Circle meetings are a saving, rather than a cost, is paying off. Results are already evident through the reduction of production defects and increases in productivity. ■

Digital Nabs Nissan Contract

Nissan Motor Manufacturing Corp in the USA has selected Digital as prime contractor for a manufacturing systems integration contract worth approximately $US7 million ($A9.15 million).

The manufacturing production management system Digital will design, deliver and support at Nissan's Tennessee facility will totally integrate the process control environment for the manufacture of three vehicle models, improving delivery and tracking of information, increasing manufacturing process flexibility, and expanding total annual production capability from 240,000 to 440,000. ■
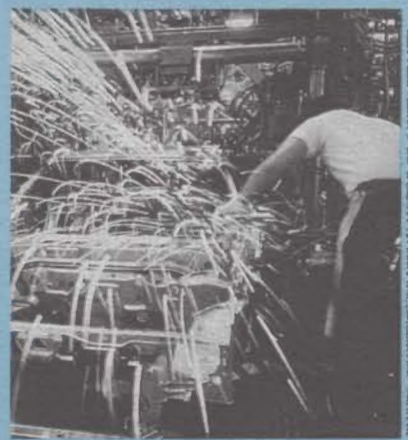
EASYnet
Takin' Care of Business

It's hard to imagine Digital without EASYnet and the communications it provides to Digits in nearly 500 locations.

Networking has always been an integral part of Digital's style of computing. From our earliest days, we understood that because people need to work together to get their jobs done, computers they use must be connected. When computer resources in an organisation are networked, everyone can dynamically share information, resources and work.

Digital began using DECnet networks in the mid- to late-70s, although engineers began working to connect computers together as early as the 60s. During 1984 and 1985, all the individual systems and networks were consolidated to form what is known today as EASYnet, Digital's worldwide network.

Since then, Digital has experienced one of the best cumulative annual growth rates of any company in the industry. Some of this growth can be attributed to the use of the network that links our facilities together around the world.

▪ 1600 New Nodes a Month

In 1990, we run our business on the world's largest, private data network, connecting 52,000 computer systems world-wide. EASYnet provides both voice and data services to over 120,000 users in 498 locations in 31 countries. An average of *318 billion bytes* of data is transmitted over EASYnet each month. That's equivalent to 1205 32-volume sets of the *Encyclopaedia Britannica*, or 53 billion words.

EASYnet integrates all levels of our employees in all departments — engineering, manufacturing, marketing, sales, and service — and grows an average of 1600 computer nodes per month. Much of the recent growth is attributed to workstations and personal computers being added to the network.

▪ Digital Using Digital

DECnet networking software has allowed Digital to compress communication so that the entire organisation can respond rapidly to continuous satisfaction, and shortened product development/manufacturing cycles are just some of the benefits that we have realised by running our business on the network, using approximately 3500 business applications.

☑ **Product Development.** When introducing a new product, the highly interactive use of our network has enabled us to reduce costs and decrease time-to-market by providing a tighter coupling between engineering and manufacturing.

A specific example is the DECrouter 2000 Communications Server designed in Reading, England and manufactured in both Clonmel, Ireland and Augusta, Maine. Historically, when Digital introduced a product, it was manufactured in a single plant, then transferred for volume manufacturing to a second location — a process normally taking six months.

With the DECrouter 2000, manufacturing began simultaneously in two separate locations because extensive use of the network allowed both manufacturing plants to share identical parts lists, process sheets, and assembly instructions. This reduced our time to volume manufacturing by six months. The result was significant incremental revenue.

☑ **Manufacturing and Sales.** Not only does manufacturing use the network to meet its need for easy access to engineering's product designs, but sales organisations collect order status and scheduling information from manufacturing systems.

The use of the network eliminates costly time delays that these organisations used to experience.

☑ **Sales.** Our Sales Representatives believe that they can be more successful if they have access to timely, relevant, and consistent information in areas such as product, competitive data, sales programs and tools, order status, and referrals.

This need led to the design and development of an online information service known as ACCESS, which provides virtually every type of useful information to all those who need it, at all hours.

☑ **Inventory Management and Material Requirements.** Over the past few years, Digital has been able to reduce inventory levels by closely coupling sales forecasts with manufacturing schedules, and by more co-ordinating requirements from the manufacturing plants that supply the parts by using the network.

The result has been inventory turns improved by two to three-and-a-half times, resulting in a decrease of $US1 billion in assets that were once tied up in inventory.

☑ **Distribution Information.** Digital tracks the flow of materials into manufacturing sites and the delivery of products to with a distribution information system. The system provides customers with an estimated time of arrival for their orders, helping them to schedule installation and implementation.

☑ **Finance.** Digital's finance organisation has cut nearly two weeks off the time it takes to consolidate the books by networking all of the separate Financial Management Centres around the world to Corporate Headquarters.

These are but a few examples to illustrate how Digital has benefited by running its business on EASYnet. At the blistering pace that EASYnet continues to grow, you can bet that many new benefits and innovative uses are not far behind. ▪

Innovation that Works

WHAT: DECWORLD'90 *WHERE:* National Convention Centre, Canberra *WHEN:* August 15-17
WHY: Demonstrate solutions to business problems
● Expand awareness of the "Digital Difference" ● Strengthen relationships ● Shorten the selling cycle

DECWORLD'90 in Canberra will be the largest fully integrated, single-vendor exhibition ever held in the Southern Hemisphere.

A tall claim, but the facts speak for themselves:

FACT: Over 3000 visitors are expected from Australia, New Zealand and south-east Asia.

FACT: Every visitor will have the golden opportunity to view a broad range of fully integrated demonstrations of industry-specific applications across 2600 square metres of exhibition space (see floor plan opposite). These demonstrations, together requiring more than $A15 million-worth of equipment, will include:

● A live network management control centre that will house a cluster of three VAX 6400s, centrepiece and powerhouse of the exhibition network with a full set of VMS V5 products installed. Staff on hand to man the centre will also discuss the workings of the control centre with DECWORLD guests.

● Over 150 windowed display stations —all networked and showing a vast range of applications.

True to its theme of *Innovation that Works,* DECWORLD will take Digital's technology and products to the industries that need them, ranging from manufacturing, distribution and telecommunications, to finance and the public sector.

It's also a fact that as many as fifty third-party exhibitors will be showing their products, and that senior management from

Digital USA will make addresses.

■ DECWORLDs Around the World

As many Digits would know, Digital's DECWORLD exhibitions have traditionally been centred in Boston in the USA, where they've repeatedly broken that country's records for the largest single-company trade show in the computer industry.

A similar event — DECville — has also been successfully held in Cannes, France for our European customers.

According to DECWORLD'90 Manager and Regional Technology Consultant Max Burnet, this is the first time that DECWORLD has been organised not as the world's biggest centralised activity but as a series of local exhibitions around the world. "As well as our own DECWORLD'90 in Canberra, the program has been expanded to include Boston, Cannes and Tokyo."

More than 20,000 business and information systems executives from North America, Latin America, the Caribbean, India and the Far East are expected to attend the Boston DECWORLD'90, July 9 to August 1. Five thousand and 8000 visitors are expected at Cannes (September 10-21) and Tokyo (November 28-30) respectively.

"These individual events allow Digital to demonstrate the Company's solutions specific to local needs and requirements," Max says. SPR's audience for the extravaganza includes

CEOs and direct reports of all Digital Named Accounts, decision makers of target accounts, selected MIS directors, the press and consultants.

Making it all happen down under is the DECWORLD'90 Project Team: Project Manager Max Burnet together with Hazel Broadbent (administration), Keith Osborne (marketing), Thomas Bromberg (event operations), Patrick O'Halloran (promotion), Arun Sanghvi (guest operations) and Trevor Gregory (field training).

Contacts for registration of customers include Lyn Peate (ADO), Lydia Luck (BBO), Kate Mullan (CAO), Tracy Saunders (Melbourne), Nina Martin (Sydney) and Chris Harker (New Zealand). The deadline for registration of customers is later this month.

However, DECWORLD'90 is much larger than its project team. SPR's largest-ever event (certainly our most significant FY91 marketing investment), its success will have a significant impact on Digital's (and thereby *your*) FY91 success.

By that virtue alone, DECWORLD is worthy of everyone's support — and that's a fact! ■

What We Will Say at DECWORLD

Corporate messages will abound at DECWORLD'90 and not just in speeches by Digits on the three days. In everything from demonstrations and displays to seminars and literature, Digital will tell the world why our style of computing is right for business in the 90s.

In other words, that Digital:
- ☑ has superior business solutions
- ☑ is innovative
- ☑ understands the customer's business needs
- ☑ is comprehensive in its offerings and global in its scope and connections
- ☑ is integrated
- ☑ and is strong, secure and confident of its future. ■

FLASHBACK to DECWORLD'87, staged at Boston's World Trade Center, which attracted a global audience of 40,000 people, some of whom were accommodated on the world's most luxurious ocean liner, the **Queen Elizabeth II** *(below), berthed in Boston Harbor.*

THE NETWORK AT WORK
... a world of solutions for your competitive advantage
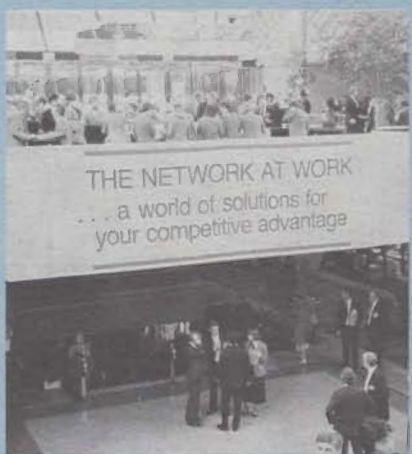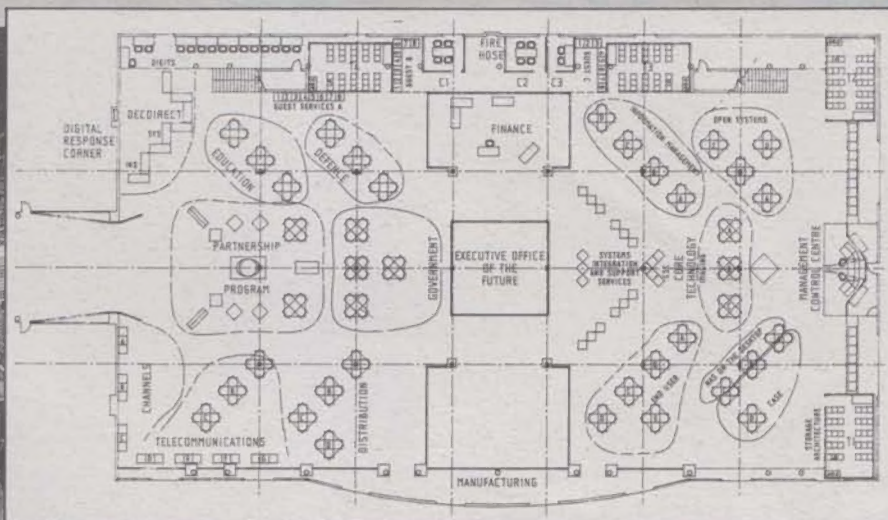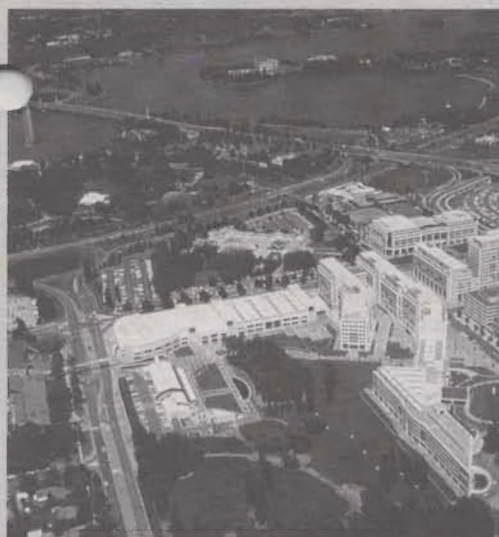
DECWORLD, Past and Present

DECWORLD, Digital's premier sales event, has undergone a metamorphosis over the years.

In the early and mid-80s, Digital could simply present its offerings of equipment and solutions, and customers could understand what was new in relation to what was old. In 1986 we could just tell customers that *Digital Has It Now*, that year's DECWORLD theme.

In 1987 Digital's business was thriving. The focus then was on the network, making the DECworld'87 theme, *The Network at Work*.

Backing up our networks, we focused on offering the best systems, service and, again, world-class applications, especially for workgroups, departments and organisations. Digital began planting the seeds at this time for new fields of opportunity, such as open systems that would embrace a multivendor environment.

These efforts were evident at DECWORLD'88 in Cannes when our theme was *Integrating the Enterprise*. That event promoted our multivendor support capabilities along with our traditional strengths in service, applications, networks and architecture.

In the 80s it was sufficient to focus on what we had to offer, which we did very well. In the 90s, however, the market-place has become saturated with new products. Hardware is rapidly becoming a commodity. The value a vendor adds demands a closer examination.

The world-wide DECWORLD'90 program is a response to those challenges. ∎

DECUS Symposium to Break Record

The annual Digital Equipment Computer Users Society (DECUS) symposium will also be held at Canberra's National Convention Centre. A whole week of lectures, demonstrations, workshops and exhibits, the symposium is scheduled to take over when DECWORLD'90 leaves off — from August 19 to August 24.

More than 1100 attendees are expected at the symposium, held under the banner *Gateways to the World* and with communications the focus of the event.

As always, there are plenty of attractions for everyone:

— up to ten parallel streams of sessions running
— in excess of 200 presentations, or more than 190 hours' worth, including 90 presentations from overseas Digits and a number of non-Digital overseas speakers. Plus, more than 80 papers are scheduled from user members.
— panel sessions
— question and answer sessions
— workshops

— and a management forum with *Towards the Third Millennium* its theme.

The exhibition — always a highlight — will be the biggest and best yet, DECWORLD'90, occupying about four times more exhibition space than what was utilised at last year's Adelaide symposium.


LAST YEAR'S DECUS symposium in Adelaide.

∎ Free Interchange

Quite apart from the symposium's physical attributes, every DECUS symposium is really about people, each of them with a desire to participate either actively or passively in one of the most fascinating learning experiences of a lifetime.

This learning takes place at two levels:
☐ the formal level, where attendees listen to presentations, participate in workshops, ask questions of experts in panel sessions and absorb information, and,
☐ the informal level, where attendees meet and mix with other users, question experts on a one-to-one basis, find users with similar problems (and hopefully solutions), and make lasting contacts.

With all this, it's small wonder that attendance at symposia has grown steadily year after year. The record for most attendees at a South Pacific DECUS symposium, 960 delegates, was set last year in Adelaide — despite the difficulties thrown up by the national pilots' dispute. ∎
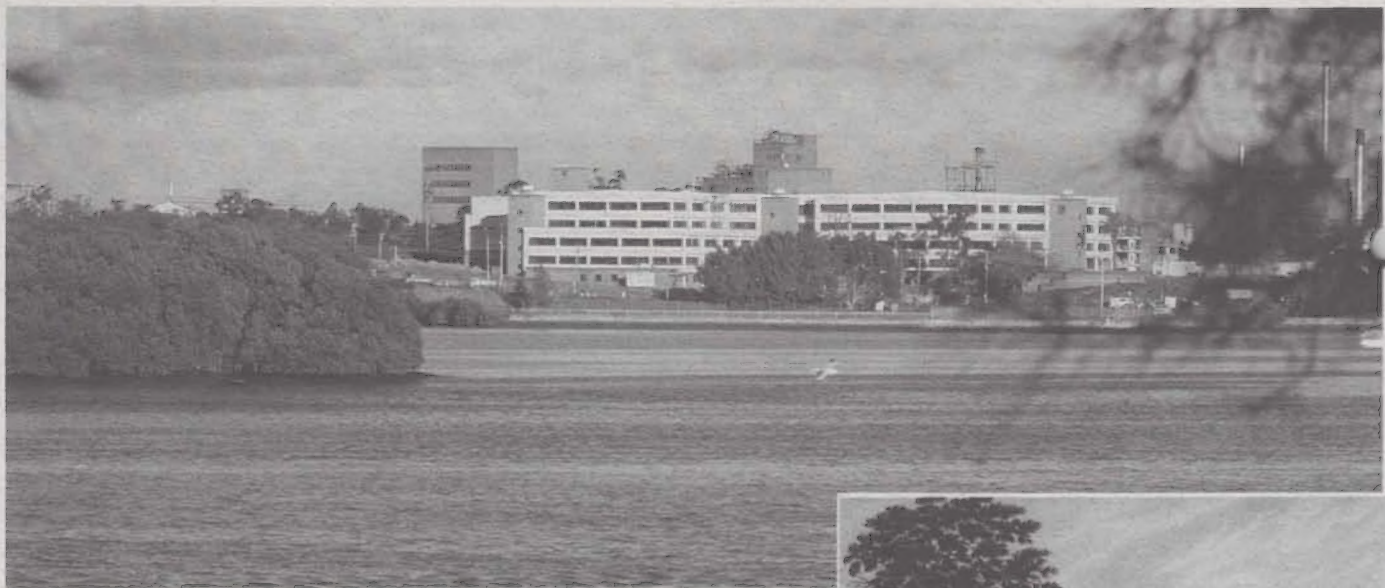
THE SITE OF BRAYGROVE today and (inset) in 1825.

Digital's Penchant for History

To some people, it may come as a surprise that a company which is a world leader in the development of cutting-edge, high-technology products and services should have a keen sense of history.

Digital, however, is such a company — one that will itself be remembered by history for many of the inventions and developmental breakthroughs it has created over the past thirty-three years.

The fact that Digital remembers history may result from the historic nature of the building in which our humble start was made. As the world knows, the founders of Digital Equipment Corporation rented 8500 square feet of space (790 square metres, or slightly more than one floor at the old Chatswood Tower) in an old woollen mill in Maynard, Massachusetts in 1957. By 1974 the entire complex of 23 buildings had been purchased by Digital.

The history of the Mill, where President and founder Ken Olsen still has his office, is well known throughout Digital's world. The Mill Clock Tower has become the unofficial symbol of Digital, and to many conjures up visions of the frenzied production of army blankets to be rushed to Abraham Lincoln's Union forces during the American Civil War.

SPR's Slice of History

SPR shares a place in Digital's history because our subsidiary was very nearly the first international subsidiary of the Corporation. Instead, we were pipped by the UK subsidiary.

This keen sense of history has been continued in the selection of the Rhodes site for our Regional Headquarters, the first building to be custom-designed and built for

ownership by Digital in Australia. Rhodes already has its own unofficial symbol: a mature palm tree saved from road-works and transported to Rhodes' main entrance.

The historic nature of the site, which was visited by Captain Arthur Phillip less than three weeks after the British flag was hoisted at Sydney Cove, hasn't been lost during the building of our HQ.

All About Braygrove

Braygrove, the original home, was one of the earliest European dwellings in the fledgeling colony, the first part of settler John Bray's home being built before 1800!

Maintained on the site until the early 70s, Braygrove was then unfortunately demolished. Little notice, it seems, was taken of its potential significance, and few records were kept.

Enter Digital. During the initial earthworks for our complex, remnants of the original foundations of John Bray's cottage were found and work was moved to another part of the site until they could be adequately examined. A comprehensive archaeological study led to all of the remains being measured and documented. A complete report was prepared for presentation to Concord Council to become part of the permanent records of the Municipality's history.

> The Rhodes site was visited by Captain Arthur Phillip less than three weeks after the British flag was hoisted at Sydney Cove.

Those artefacts saved have been offered to the Concord Historical Society.

Meanwhile, a team of horticulturists and tree surgeons were retained to save the last few trees from the front garden of Braygrove. Significant success was achieved, with the loss of only three of their number.

Also outside, a pair of gateposts that previously adorned the front entrance to Braygrove's driveway — and which were endangered by the widening of Concord Road to make the new County Road 33 — have been relocated and reconstructed in a fitting formal garden setting at the HQ, where a bronze plaque commemorates their importance.

An Inspired Interior

Indoors, an appropriate place was sought to provide a permanent memorial to the Brays, who played such an important role in the early formation and development of the area. Inspiration was found in reports of the legendary hospitality of John Bray's grandson, Alfred, and his wife who often entertained members of the Sydney Hunt Club after a day following the hounds. The result: our staff restaurant, with its outside dining on a balcony overlooking Brays Bay, is named *Bray's*.

When visiting SPR in September last year, the man from the Mill himself, Ken Olsen, commented favourably on the steps SPR has taken to preserve the past. Two-hundred and one years after Captain Arthur Phillip, Ken also visited the Rhodes site, signing a special certificate which incorporated a reproduction of an historic print of the nearby Parramatta River. ■

The Making of an HQ

Planning began seven years ago, and research — not revelations — helped decide what and where we built.

Digital has taken a refreshing approach to corporate art at our new HQ. On the walls hang 110 children's paintings acquired from UNICEF.

This sponsorship mirrors Digital's public image of understated achievement, which is reflected in the design of Rhodes: low, spacious, located away from the city, and without a nickname (as yet!).

The Rhodes site is in the Municipality of Concord, which was proclaimed in 1883. Concord's first mayor was Alfred Bray, grandson of John Bray, whose 1794 land grant included the Rhodes site on which he built Braygrove.

More recently our land was was known as the Tulloch site, where iron and steel products were manufactured and other products fabricated from steel and aluminium. Tulloch's operation ceased in November 1974 and all Tullock buildings demolished, the site cleared.

Planning for a new HQ in SPR began in 1983 with the formulation of a real estate strategy for the Company's future development in the South Pacific. This involved examining what our business is, how we go about it, where our customers work, and where they live.

Then the question of what to do: should we lease buildings, buy, or build our own? Vince Hughes, Regional Facilities Manager, played devil's advocate. "I asked why headquarters couldn't be in Alice Springs. There were some concerns about commuting."

Why Not Lease?

Leasing was rejected largely on the grounds of cost: 70% rent increases per year have been the norm, and when buildings fill up, landlords seldom have an empty one next door.

Nor were the various 'costs' of buying attractive. The financial cost of a building, especially in Sydney, was equal to if not greater than building. The physical 'costs' were: lack of parking; the difficulty of acquiring a building that conformed to Digital's technological and environmental needs; and limited opportunities for expansion. The building next door was unlikely to be available and each time Digital moves it costs a lot of money.

Rhodes, on the other hand, can be doubled in size, with more room for Max Burnet's museum.

The human 'costs' were the inconvenience of a city location for many customers, and

The Rhodes HQ flies in the face of convention —neither big nor tall, nor prominently located, nor lavishly decorated in entrepreneurial art deco.

equally, many staff, the majority of whom live in the Northern suburbs. "We did a lot of work figuring out where our staff lived," says Vince Hughes.

Rhodes Business Representative, Maggie Alexander, recalls that when the NSW Government Department of Industrial Development heard of our proposed construction plans, they urged our management to move to the Macarthur Park industrial development near Camden, approximately 73km south-west of the CBD.

Instead, Digital sought a location that fitted somewhere in the triangle formed by a line running west along the Parramatta River not quite to Parramatta, then north-east to

Hornsby, then south-east back down to about East Roseville.

And it had to be on the rail line.

Rhodes: a Rare Feat

Research into the type of building best suited to Digital also revealed that, says Vince, "a vertical building is not good for the Company. People walk a lot further horizontally to go and see someone than they will vertically."

From all this, Digital arrived at a need for a fairly low-rise, horizontal building.

Rhodes opens this month, on time and budget...a rare feat in the building industry. As headquarters go it flies in the face of convention: it is neither big nor tall, nor prominently located, nor lavishly decorated in entrepreneurial art deco. Instead, its construction has been governed by the recognition that all design — from the concealed wiring in the ceiling to the designed workstations — is governed by the principal truth of architecture: a building is designed for people. ■

Trivial ... But True

The first sign that Digital was making a major move was the queue of cardboard box salespeople outside the office of Maggie Alexander, Installed Systems Marketing Manager and Rhodes Business Representative.

No wonder the sales reps were keen to see her — approximately 7500 cartons will have been packed, moved and unpacked by the time Rhodes is home to all its new occupants, early next month.

Moving has already consumed umpteen pens and labels, probably made Telecom a

not-so-small fortune, and at its conclusion will have taken 2000 man hours and up to 28 movers at any one time, working day and night. About 800kms will have been travelled by removal trucks transporting — apart from cartons, terminals, chairs, tables and filing cabinets — 24 CPUS, 11 HSC controllers, 22 tape drives and 180 disk drives.

And by the time you read this, it will all have gone like clockwork...ok? Ok, hands up those of you who have lost your drink coasters! ■

Executive Committee Plans for the Future

At a three-day meeting in May, the SPR Executive Committee* began a process that will set our priorities for FY91 and beyond. From that meeting came a set of Critical Success Factors and Key Objectives, which have been prioritised to ensure that the Region can achieve its business goals.

What these factors and objectives are, and why they are crucial to SPR's success will be shared with everyone in Q1, when the Committee is satisfied that their "recipe" is right.

The process continued with a second three-day meeting in June when the Executive Committee reviewed FY91 Marketing plans for our five target markets and channels: Finance, Government, Manufacturing, Telecom, Utilities and Channels.

The Committee, along with the Australian management team of Tony Baynes (Sales), Murray Ray (EIS) and John Bolton (CS), then reviewed Australian District plans for FY91.

These were presented by the management teams — Sales, EIS and CS District Managers — of each of the seven Districts: NSW, Victoria/Tasmania, South Australia/Northern Territory, Western Australia, Queensland, Finance (based in Sydney's O'Connell Street office) and Federal Government (based in Canberra).

■ Integrated Blueprint

According to Regional Personnel Manager Hugh Johnson, details of each District's FY91 plans included budgets, accounts targeted, resources required, major opportunities, major risks and other issues of concern.

"Each member of the audience fed back directly to each team, highlighting issues and opportunities that they had seen in their plan," Hugh says. "This is to ensure that we're all working together to co-ordinate and integrate our plans for FY91."

Feedback on the process from the participants has been very positive. "The quality of the work presented and the interaction that took place was extremely high," adds Hugh. "We really appreciate the hard work that was put into the plans."

Regional Sales/Marketing Manager Ron Bunker agrees, saying the process helped confirm that SPR's FY91 plan is achievable. "We understand where the main opportunities and risks are, and can ensure that we cover them.

"The success of the process exceeded my expectations."

Digitalk will continue to report on this important activity as it happens. ■

The SPR Executive Committee comprises Frank Wroe (Subsidiary Manager), Nick Bessey (New Zealand), John Brown (Operations), Ron Bunker (Sales/Marketing), Kim Jenkins (Law/Compliance), Hugh Johnson (Personnel), Rustom Kanga (Systems Integration), John Lamb (Finance), Peter Seuffert (Manufacturing) and Graeme Shorter (Customer Services).

Meet Digital's Dodgers

Morally, not just financially, Digital's Sydney Social Club has been instrumental to the birth and dare-we-say-success of the "DEC Dodgers" touch football team.

Five women and 14 men from five different Digital locations make up the Dodgers, competing in Sydney's Northern Suburbs Touch Association (NSTA) competition's Mixed C division. Despite the winning name, the team's members are finding their ability well matched at the time this writing — that is to say, they've played two games and lost them both.

According to team organiser, SNA NaC Engineer Matt Muggeridge, most of the players have little or no football experience but are all "very courageous in giving it a go," he says, "...perhaps more for the sake of the social outing rather than playing football, but that is what it's all about, right?"

■ Fit and Looking Good

Despite their form, the Digits have all managed to become a little fitter through the activity and have a good "chin wag" at the end of each match.

Sporting the Digital Social Club's new logo on the front of their uniforms and our Corporate logo on the back, the Dodgers look the goods. Word has it that they're the only team that have co-ordinated uniforms, so they really stand out. In fact, the Social Club has sponsored not only their threads but also

players' fees.

If you want to catch the Dodgers in action, be at the Artarmon Reserve, Artarmon at 9:00pm on most Monday nights during winter.

And if barracking isn't active enough for you, Matt says the NSTA has almost 90 teams in 12 grades, ranging from Mens Open and Womens Open to Mixed and School Girls. "There's a great opportunity for more Digital teams, of varying skills, to join the competition for next season." The competition runs Monday through Wednesday between 6:00 and 10:00pm.

"Some of the players have also showed an interest in refereeing, which is a paid position that, initially, requires NO experience," Matt explains. "This gives them an extra night out of the house and in the night air."

For more information, ring Matt on extension 6410.

Go Dodgers! ■

DODGERS POSE for posterity from left to right (front row): Leonie McFarlane, Ian Lucas and Leanne McManus; (middle row) Nicole King, Damian Parkes, Suzanne Garratt, Trevor Taylor and Warwick Hunter; (back row) Robert Farago, Patrick Crilly, Matt Muggeridge and Peter Greban. Absent are Dennis Johnson, Neil Keraunos, Geoff Leong, Robyn McConnell, Sam Murdica, Hugh Pattinson and Neale Rowe.

HUGH JOHNSON has been appointed SPR Personnel Manager. In his previous position, Hugh was SPR Sales Support Manager.

ALAN TURNER has become North-eastern Channels Sales Manager (Queensland, NSW and the ACT) and joins Colin Kidd, Ralph Stadus and Peter Smith in the Australian Channels Management team.

CHRIS ROLINSON has joined DECUS as Events Co-ordinator reporting to Carolyn Bennett and responsible for symposia, seminars and workshops. Chris joins DECUS from Edu. ■

Neale Enters 16th Year

In the mid '70s, Neale Taylor was selling Tektronix instrumentation to the ABC when he "discovered" the PDP-11/10. The then-leading edge machine, with its massive 4Kb of memory, inspired the young electrical engineer to greater heights: employment with Digital.

His joining in August 1975 boosted to five the number of Sales Reps in Sydney, and his job was selling PDP computers to the engineering, laboratory and education markets for the entire State of NSW — a land mass that's nearly the size of France and Germany (united, that is) combined!

As the Company outgrew its Willoughby Road offices, so grew Neale's career with Digital. He served in the fledgeling Accessories & Supplies group, the Terminals Business and Reseller Business groups, and Regional Technical Sales Support group. Time and time again — from DECUS symposia to an assignment in Boston for DECWORLD in 1987

— he's been called upon for his technical expertise.

Today, Neale can be found in Regional Systems Support, responsible for the $A10 million-worth of demonstration equipment around Australia.

■ Digital "Needs" Change

A self-proclaimed do-it-yourselfer, Neale has made engineering his life and Digital his career. Keeping up with both has meant a great deal of change.

"Digital is always changing. In my time, its structure, product line approach, market and much, much more have never stopped changing," he says. "To do well with the Company, one has to accept that Digital needs to change, and be prepared to adapt."

A great belief in Digital's products makes Neale optimistic about the future. Despite vicissitudes of the world economy and increased competition, he says "Digital is in a sound position to meet the market's needs."

Neale is married, has two sons at university (yes, both doing Engineering) and spends what little spare time he has, around the house. Occasionally he steps onto a tennis court or off a cliff, abseiling, and even finds time for some intermittent music. Like his "Jack of all trades" approach to attempting many activities, he plays a variety of instruments and with varying degrees of skill, ranging from sax and clarinet to trombone and organ. ■

Career Milestones

Here's "Cheers!" to a group of employees who in the month of August will celebrate anniversaries for continuous and loyal service to Digital.

Fifteen-year Recipient
Neale Taylor, SNO SWS

Five-year Recipients
Frank Aue, SNO Marketing
Michelle Kerrigan, SNH SWS
Phil Sampson, STL CS
Therese Nile, SNO Marketing
Subu Pudipeddi, STL CS
Mary Kiddie, NZO Edu
Christine Heath, SNL Manufacturing
Julie Blackmon, BBO Sales
John Wilson, SNL CS
Patricia Nance, SNM Sales
Denise Robinson, SNL CS
Donald Mackay, MEO SWS
Bob Bradley, ADO SWS
Terry Quanborough, SNO Sales
Kerrie Howarth, SNL SB
Karen Lederer, STL CS
Carolyn Lloyd-Jones, SNM SWS
Lindsay Whyte, WEO SWS
Alan Cowley, SNO SWS
Lydia Luck, BBO Sales
Angie Belcher, SNO Personnel
Ian Darby, WPO CS
Jacqueline Watts, SNL CS
Vera Paratore, SNM Sales

Shane "Made Our Day"

I am writing to let you know how impressed we at the Australian Koala Foundation are with the service provided by Digital.

Our administration manager rang and spoke to your office manager and service manager, who were both very helpful and friendly. After some discussion, they arranged for a technician to call and see just what we had and what we needed.

Shane (Crocker) called in and got our computer up and running in no time and made our day. It may sound unusual to you, but having such a 'high-tech' computer that actually works is a big event in a day in the life of Gum Tree House! Thanks to the help of your staff, we have a far more efficient office.

Debbie Tabart, Executive Director
Australian Koala Foundation
Shane Crocker is a CS Engineer in our Brisbane (BBO) office.

■ WEO Does Justice to NZ Government

Digital went to considerable lengths to accommodate the Department's needs for hardware and software at the recent Commonwealth Law Ministers meeting. Full use was made of that equipment and I understand the Commonwealth Secretariat commented that they had never received such service before at any similar meeting or even at Heads of Government meetings.

Without your assistance such comment would not have been forthcoming. I am most grateful to you and your staff throughout New Zealand, and in particular your support officers in Christchurch. Should this Department or another undertake a similar exercise in the future, we would have no hesitation in recommending Digital as the preferred equipment supplier.

D Oughton, Secretary for Justice
New Zealand Commonwealth Government
Addressed to WEO SUM Ron Kleingeld.

■ Top Job by TVO

Many thanks from all of us at ARC to you and your staff for the tremendous assistance in keeping NORQEB on target. You really have performed above and beyond the call of duty.

David Alston
ARC Cadcentre
Addressed to Townsville (TVO) Sales' Tom Schneider, who is quick to share the acclaim with TVO CS Engineer David Warren.

Overheard

Calling all numerologists!

"Not many Sales Reps can lay claim to having an order number pop-up in the system that is the same as their badge number, but in Jim Wade's case, it did." So says Allan Savage of MEA's Federal Sales Unit fame, who points out that fact is indeed stranger than fiction.

"Jim is in the Federal Sales District working out of Sydney, and his badge number is 36122. You guessed it — order number 36122 was logged recently. The real coincidence, however, lies in the fact that of the thousands of DECdirect orders logged each year, this particular order happened to be from one of Jim's own customers: OTC Australia, Chippendale.

"Jim denies all complicity in this and even claims he was unaware of it, but he's a shifty little blighter and a Sales Rep to boot!"

A postscript to Big Al's snippet was also included:

"What's going on here? On reviewing this EM prior to sending it, I find, to my amazement, that the document number in my ALL-IN-1 account that alerted me to the above is the same as Jim's telephone extension: 5435!!?! Maybe I should buy a lottery ticket tonight."

* * *

THOUGHT FOR THE DAY. "Quality starts when the buck stops."

Better make that the Thought for the Year!

* * *

If *Digitalk* wasn't a magazine for some of the brightest people going, we'd have to wonder what to write next after we heard on ABC radio that 15% of Australians over 15 years of age are illiterate — they cannot read what is written for them.

Also of late, the *Sydney Morning Herald* newspaper revealed that only one third of Australian adults are able to grasp the issues behind what they read. It gets worse:
— only 32% can use their brains for even basic analytical thinking
— 4% cannot sign their name on a credit card
— 11% cannot identify the expiry date on a driver's licence
— 45% cannot use a flight schedule correctly
— and 57% cannot work out a 10% surcharge on a restaurant bill.

Couldn't be any of us included in those figures, eh! Afterall, who'd believe a Digit worth their salt couldn't sign for the fantastic plastic?

No mention was made of literacy or the lack of it in New Zealand.

* * *

Overheard after a recent SNO meeting: "It's not whether you win or lose. It's whether **I** win or lose that counts!"

* * *

Speaking of the will to win, team organiser of the "DEC Dodgers" (see page 12) Matt Muggeridge deserves a pat on the back — or at least a free kick — for all his effort to pull together cross-functional talent. Not one to blow his own trumpet, whispers say Matt's put in a lot of his own time and effort getting the team on the paddock and in their smashing new gear.

* * *

Remember Craig Shergold? The sick little boy we first told you about in the October issue last year? You know, the child with inoperable tumours who dreams of seeing his name in the *Guiness Book of Records* for receiving the most "get well" cards?

Last month, a Sydney newspaper reported that Craig has now received TEN MILLION cards —enough to qualify for the Book — and everyone from his doctors to the Carshalton, England post office is now asking that the avalanche of cards stop and desist. More as it happens.

* * *

A GEM of a performance! According to WPO Sales' Peter King, there's a bit of praise due as a result of the installation of a system at Perth's Growth Equities Mutual, GEM for short.

WPO CS Service Delivery Unit Manager, David Byers, says Peter, put in a "mighty contribution in terms of flexibility, priority allocation, customer interaction and management of resources" — all of it within an extremely demanding time schedule and satisfying an equally demanding customer.

Peter says a pat on the back is also due to the people who delivered on site — Jan Kapteyn, Ian Darby and Mike Porter, plus Steve Cooper's invaluable input. "I hope I have not overlooked anybody," Peter says. "It was a *great* team effort."

* * *

"If you automate a mess, all you get is a fast mess." — *Age-old adage.*

A program office called Computing Access for People with Disabilities (CAPD) has been formed Stateside to ensure that Digital continues to meet all American Government requirements and stays an industry leader in human interface design, voice technology and making computer features accessible and useful to people with disabilities.

★ ★ ★

Best wishes to NZ Sales' Secretary extraodinaire and new-mum-to-be, Jenny McClory, who's away on maternity leave as you read this — and to her replacement, Elaine Lake.

★ ★ ★

May's *Digitalk* made a boo-boo in this generally reliable column — ie, that Albury (UWO) is a one-man operation.

Double that, says Customer Services' John Winkler. He points out that UWO is a two-man operation in one of the most diverse Service Delivery Units in SPR: one with seven CS Engineers servicing a four-State area.

John should know: he's Unit Manager of the Victorian/Tasmanian CS Remote Service Delivery Unit and, although based at Melbourne (MEO), frequently visits customers and staff as far away from Melbourne as Albury, 300km to the north, Hobart (TZO) 550km in the south and out west to Mt Gambier, SA, 400km away.

As well as UWO, MEO and TZO, the team holds down Bendigo (SDB), Geelong, Portland (who also look after Mt Gambier customers) and Launceston, Tasmania, also known as UAO.

The dispersed area poses more than a few problems. "With after-hours coverage a fact of life in most areas, it's impossible to get the team together for unit meetings, even on weekends," John says. "We rely heavily on our telephones for voice, fax and Austpac connection (to ALL-IN-1 and technical systems).

"As you can guess, our telecommunications expenses are quite high!"

★ ★ ★

Lord Byron once said, "A drop of ink may make a million think." If that's true, Klay Lamprell has done heaps for the mass consciousness of Digital by editing the past 14 issues of *Digitalk*.

Klay's moved on from the magazine's editorship and, still with Corporate Communications, now concentrates on getting Digital more column inches in the outside world of magazine and newspaper features. For the record, we'd like it known she did an outstanding job and no doubt her success will continue in her new role. ■

If at First You DO Succeed...

THE OFFICE SERVER is the solution when space is at a premium.
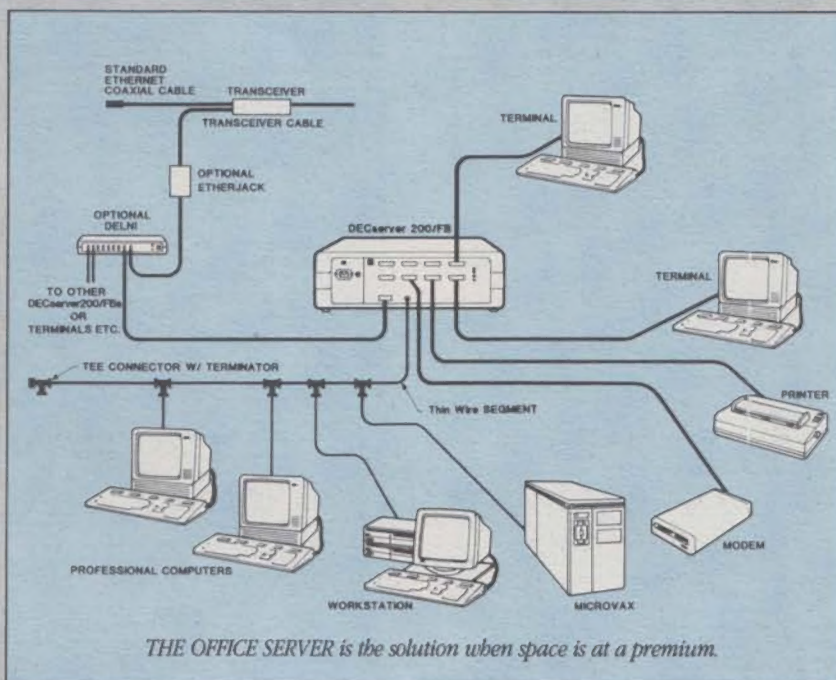
Clever direct marketing has paid off in big sales of our Office Server, the compact server originally designed for use in Australia's Parliament House.

A brainchild of the Enterprise Integration Centre, or EIC (formerly CSS), the Office Server is ideal for the small-office environment because it supports up to eight terminals/printers and 29 Thinwire Ethernet devices.

Everyone at the EIC knew this, but until recently not enough customers did. That's when EIC Marketing Manager John Koole organised a special Office Server mailout to selected customers.

The result was astonishing: a sales increase of 500%!

John knew he was on a good thing and he stuck to it with a second mailer in May. Again, sales mushroomed.

The always-humble EIC Marketer puts the successes down to a number of factors, the direct marketing approach and quality of product chief among them, but not to understate the important effort of the helpful folks at DECdirect. ■

❝ As with Digital's computing style, our Sales and Support network style will become distributed, with each State being managed by a cross-functional team with totally congruent goals. Each team will be empowered to make the kind of business decisions to ensure that the objective of the customer and Digital can be met within the different geographic and market environments.

Make no mistake about it — this is a major step forward for us, and a massive move towards achieving the status in the marketplace that our product range, our computing style and thus our Corporation truly deserve.

■ Everyone's Objective

The final link in the chain is responsiveness. We will not achieve this goal if we are not responsive, understanding, and easy to do business with. This objective belongs to all of us. Every Digital employee owns this one.

We will not get to where we are going until everyone understands that fact.

Field personnel interface with the customers. Non-field personnel also have customers: the field personnel.

No matter how far you are away from the customer, imagine that the next person in the chain *is* the customer, and add value. That's how we will succeed.

We have a motto in the Sales force — *'Don't Lose One'* (an order, that is). Every lost order, however small, will go to one of our competitors and thus exactly double the effort required to achieve the market share we seek. ❞ ■

Inside

Get Bent!

This is one drain pipe that you might go up fast, but one we're sure you won't get out of easily!

Escaping this month's maze could prove a bit confusing, but see it through and you're in with a chance to feast on your favourite fare — to the value of $A100 — on *Digitalk*.

Speed counts, too. You must exit the maze, photostat and/or clip it out, and then send it to *Digitalk*, SNO-2/3, by August 6, 1990 to be in the running.

One more thing: good luck! ■
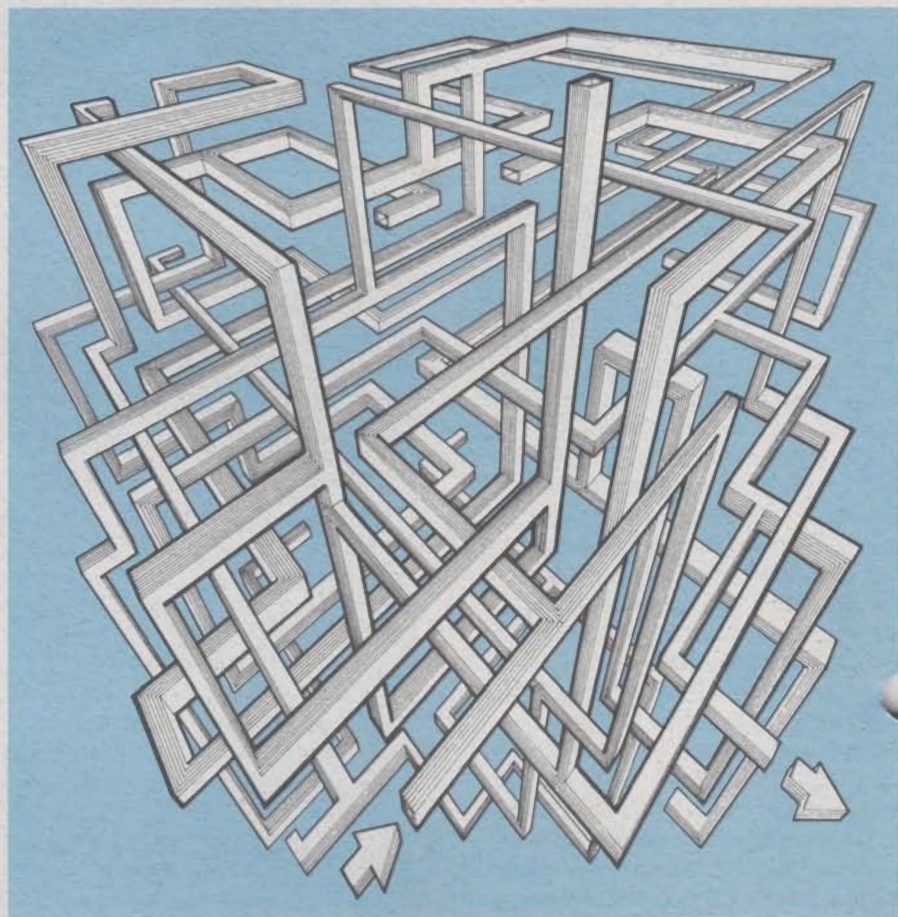
May's Digi-Choice Champ

Congratulations to Wollongong (WGO) CS Secretary par excellence, Walli Puth, who earned herself a meal ticket to the value of $A100 with her winning entry to our May issue competition.

The correct answers were: 8; Jolande Brothers; 1970; 12 years; and Network Application Support.

Congrats Walli, and thanks to all who entered. ■